N O T E

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THE PRIORITIZATION MATRIX

PMT 250
Program Management
Tools Course

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What is It?

- The prioritization matrix attempts to quantify the process of choosing decision criteria
- You will narrow your options through a systematic approach of comparing choices by selecting, weighting, and applying criteria.

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Advantages

- Team must focus on the best choice, not all choices, dramatically increasing chances of success
- Promotes consensus at each step in the process
- Reduces chances of selecting “pet projects”

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How to Use it

1. Agree on and clearly state the goal to be achieved
2. List the criteria
   - Brainstorm the list of criteria, or use previous documents and guidelines.
   - e.g. Cost, Quality, Development Time
   - *Consensus is critical in this step!*

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How to Use it

3. Weigh each criteria against each other using an L-shaped matrix
   - Reading across the matrix from the vertical axis, compare each criterion to those on the horizontal axis
   - Record a weight in each row cell, and its reciprocal value in the corresponding column cell.
   - Total each row and convert to a relative decimal value or "criteria weight"
   - In this example, cost is more important than schedule

Criteria Matrix

Criteria / Criteria	Cost	Schedule	Performance	Support-ability	Row Total	Relative Value
Cost		5	$\frac{1}{5}$	1	6.2	.25
Schedule	$\frac{1}{5}$		$\frac{1}{5}$	$\frac{1}{5}$	0.6	.02
Performance	5	5		1	11	.45
Support-ability	1	5	1		7	.28
					24.8	

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How to Use it

- Numbers used are for example only. You can determine your own rating scale
  - **1** = Equal importance
  - **5** = More important
  - **10** = Much more important
  - **1/5** = Less important
  - **1/10** = Much Less important

Relative Decimal Value = Each row total / Grand Total

Criteria Matrix

Criteria / Criteria	Cost	Schedule	Performance	Support-ability	Row Total	Relative Value
Cost		5	$\frac{1}{5}$	1	6.2	.25
Schedule	$\frac{1}{5}$		$\frac{1}{5}$	$\frac{1}{5}$	0.6	.02
Performance	5	5		1	11	.45
Support-ability	1	5	1		7	.28
					24.8	

"CLICK" TO CONTINUE...

How to Use it

4. Compare every option to each weighted criterion
   - You will have as many option matrices as you have criteria
   - Use the same rating scale you used in the previous step, however the numbers relate to equal cost (1), less costly (5), much less costly (10), more costly (1/5), and much more costly (1/10).
   - Determine an "option rating" using the same method as step 3
   - Note: Similar charts must be developed for Schedule, Performance and Supportability

Option Matrix (Cost Criteria)

Cost	NDI	Commercial Item	New Development	Cooperative Development	Row Total	Relative Value
NDI		5	10	5	20	.49
Commercial Item	$\frac{1}{5}$		10	5	15.2	.37
New Development	$\frac{1}{10}$	$\frac{1}{10}$		$\frac{1}{5}$	0.4	.01
Cooperative Development	$\frac{1}{5}$	$\frac{1}{5}$	5		5.4	.13
					41	

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How to Use it

5. Compare options based on all criteria.
   - List criteria on horizontal axis and all options on vertical axis
   - In each cell multiply the “criteria weight” of each criteria by the “option rating.”
   - Add scores for each option to compute a row total. Compare these values to aid in choosing an option.
   - Keep in mind that this is *not* a science. Use your judgment when comparing options

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Summary Matrix

Summary Matrix

Criteria / Options	Cost (.25)	Schedule (.02)	Performance (.45)	Support-ability (.28)	Row Total	Relative Value
NDI	.49 x .25 (.12)	.55 x .02 (.01)	.15 x .45 (.07)	.13 x .28 (.04)	.24	.24
Commercial Item	.37 x .25 (.09)	.33 x .02 (.01)	.01 x .45 (.01)	.01 x .28 (.0)	.11	.11
New Development	.01 x .25 (.0)	.01 x .02 (.0)	.42 x .45 (.19)	.61 x .28 (.17)	.36	.36
Cooperative Development	.13 x .25 (.03)	.11 x .02 (.0)	.42 x .45 (.19)	.25 x .28 (.07)	.29	.29
					1.00	

Option 3 receives highest score

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SAMPLE

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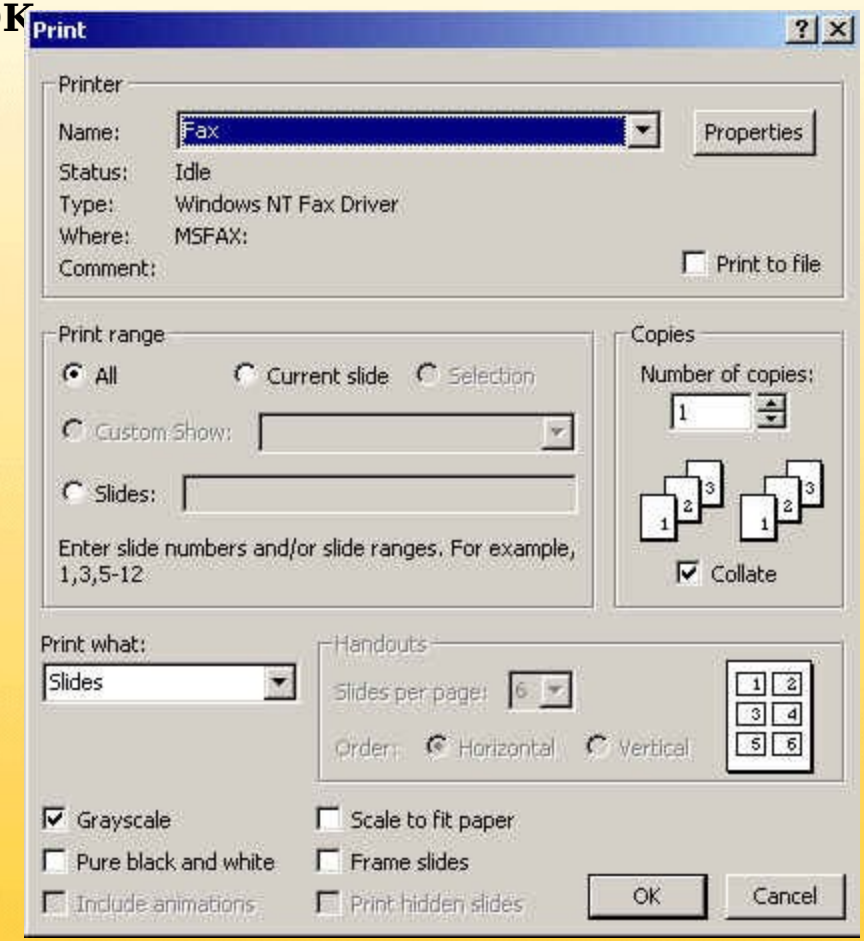

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